



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



AHRC-EB

17 June2004

MEMORANDUM FOR COMMANDANT, US ARMY QUARTERMASTER CENTER
(ATZM), FORT LEE, VA 23801

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 12 May 2004, subject: Memorandum of Instruction for the CY04 CSM/SGM/USASMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment. The best qualified NCOs were clearly identified. It was apparent that NCOs continue to achieve and sustain a high level of performance in the most challenging and demanding jobs and assignments.

a. Performance and potential: The vast majority of records were strong. As a general rule the proponent defined leadership positions at the Master Sergeant level as a 1SG or equivalent positions. Most NCOs had 1SG duty or time which clearly demonstrated quantifiable accomplishments above the norm. There were some NCOs who did not seek out competitive leadership positions. This was clearly recognizable when reviewing other NCOs records that did. It was observed that among the 92 series MOSs, the 92As were the least likely to hold strong traditional leadership positions, such as 1SG. In most cases these MSGs held equivalent positions as indicated by the proponent briefing packet.

b. Utilization and assignments: MSGs who held leadership positions and performed in an exemplary manner were the most competitive for promotion. In many instances, TDA job descriptions were unclear. Board members were unable to decipher the level of responsibility and soldiers managed in many cases. Job descriptions must be clear in relationship to comparable MTOE positions.

c. Training and education: The training and education NCOs received was commensurate with duties working; however, some NCOs attended functional courses without ever working in that functional area, ie. 1SG Course, Battle Staff. The majority

of NCOs pursued civilian education on their personal time to enhance personal and professional growth.

d. Physical Fitness: The CMF overall physical fitness was excellent. Some observations were:

(1) Outdated photos and improper wearing of awards and decorations were observed on several records.

(2) Improper wearing of awards and decorations were observed on several records.

e. Overall career management:

(1) Overall, most NCOs are seeking high risk jobs and performing those duties with great accomplishments. NCOs need to complete their Special Duty requirements (ie., IG, EOA, AC/RC) and return to their CMF to project a well rounded Soldier.

(2) It was observed that civilians, LTs and some CPTs do not understand the NCOER system and the evaluation process. Many of these ratings were weak and non-expressive of the NCOs performance or potential.

4. CMF structure and career progression assessment.

a. The Proponency brief dictated a clear career pattern for all 92 series. Diversity of duty assignment and leadership abilities provides valuable indicators to the board members for potential to the next level.

b. Ongoing challenges in the Enlisted Aide Program are due to the career development road map portraying SGT- SFC as the level at which Enlisted Aide work. Enlisted Aides in the grade of MSG made it challenging for board members to determine competitiveness within the entire 92 CMF, since there is only one MSG Enlisted Aide position authorized in the Army located at HRC as the assignment NCO.

c. It was also observed that there are no female Enlisted Aide at the MSG level within the 92G career field.

5. Recommendations.

a. Consider giving Enlisted Aides a separate identifier to compete among themselves.

b. Examine the reason why there are no female Enlisted Aides at the MSG

level, to ensure there are no institutional bias that would preclude this from happening.

c. That commanders and CSM/SGM advise NCOs on the process of removing prior misconduct from their file where applicable.

d. That NCOs are made aware and have the ability to make changes to their ERB themselves.

e. That CSM/SGM provide counsel, guidance and review of NCOER's to civilians, LTs and CPTs of the importance of the NCOER to the NCO career and how to send the proper message to the board.

6. CMF Proponent Packets.

a. Overall quality: The CMF packet was a great tool and provided much needed information on the various skills expected of a MSG in the various MOSs. It was particularly useful when making determinations within a low density MOS.

b. Recommended Improvements:

(1) That the Regimental CSM/SGM make a clear and concise statement in the front of the proponent briefing that addresses the "State of the Corps". This would go far to set the tone for the panel.

(2) That the proponency consider our transitioning/transforming Army when preparing their brief. Where transformation has impacted on duty positions and/or the grade of the NCO that holds those positions that needs to be fully explained in the proponent brief.



ROBERT J. McNEIL

COL, QM

Panel Chief